

THE TRAINING PROBLEMS OF THE CENTRAL INTELLIGENCE AGENCY

1. General Statement

a. Unlike the Armed Forces, the Central Intelligence Agency cannot draw upon the product of institutions like the U.S. Military, Naval or Air Academies for the trained manpower it needs to carry on its work.

b. On the contrary, it must select from among the graduates of U.S. private academic institutions those individuals who have specialized in various fields of study in the physical, natural and social sciences and who possess unusually high motivation and potential to become effective intelligence officers. Such individuals, however, bring to CIA only a foundation upon which must be built, through formal and on-the-job training, the competence which is needed by the professional intelligence officer.

c. Such professional competence cannot be developed in private academic institutions. It can only be developed in an environment which is surrounded by appropriate security safeguards. While CIA makes maximum practicable use of the training facilities of the Department of State, Defense and other national security agencies, it must provide training facilities adequate to prepare its recruits to carry out the unique tasks for which the Agency is responsible.

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2. The Scope of CIA's Training Effort

a. In general terms the Agency's training effort is devoted to five major fields of knowledge and proficiency, namely:

- (1) The ordinary and the unusual foreign languages and the physical, cultural, economic and sociological environments of foreign peoples.
- (2) The principles, strategy, tactics and apparatus of international communism and the methods and techniques of combating it.
- (3) The principles, methods and techniques of collecting and producing intelligence by conventional and other means.
- (4) The principles, methods and techniques of conducting intelligence operations in the attainment of national security objectives.
- (5) The administrative and managerial techniques which are peculiar to intelligence activities and which must be practiced to ensure efficient and secure control of people, money, things and time.

b. Specifically:

(1) Language and Area Training

(a) Most U.S. academic institutions fail to provide the average undergraduate student with sufficient proficiency in foreign languages to meet normal governmental requirements, qualitatively or quantitatively, or the more exacting requirements of intelligence work.

(b) While some universities offer cross-cultural area programs, these are not always presented or pursued within the context of U.S. national security problems in the area concerned. Nor do such programs yield sufficient numbers of personnel to satisfy our needs.

(2) International Communism

While this subject may be presented adequately in philosophy and economic courses in our universities, it cannot be taught outside the Agency so as to develop the skills and techniques necessary to combat it, strategically and tactically on the front lines, in the interest of U.S. national security.

(3) Intelligence Collection and Production

While the principles of intelligence collection and production are well-developed, the methods and techniques are subject to change and improvement. The introduction of technical and scientific measures of information gathering and handling of data requires that training in these new fields be given to old hands as well as new recruits.

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(4) Intelligence Operations

These activities require the most subtle and sophisticated skills and techniques on the part of our personnel. The nature of the cold war is such that the National Security Council has authorized the Agency to engage in a wide range of political, economic and psychological activities in concert with the Department of State and the Department of Defense to further the attainment of national security objectives. Instruction in this field of our work cannot be given by theoreticians. Such training must respond to what we learn by doing in each undertaking. This field is subject to constant change and requires a training effort at all levels, both for Headquarters and for field personnel.

(5) Administration and Management

The nature of our activities is such that the recruitment, training, placement and provision of medical support to our personnel, the management of our funds, the procurement of our material and the administration of a wide field of disparate activities pose unique administrative, management and support problems. Special methods and techniques must be taught to our people consistent with the security measures we must observe in the conduct of these activities.

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DTR Presentations

Mr. Baird:



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This is the paper PP/S has prepared

to give [redacted] today, for DCI's

presentation to the Appropriations Comm.

We have been given a 12 noon deadline.

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